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A BOOK FOR TODAY*'Incoherence in Washington'*

By DONALD MINTZ

CONDUCT OF THE NEW DIPLOMACY. By James L. McCamy. Tables, 302 pages. Harper & Row. \$6.50.

at the University of Wisconsin, is in an ideal position to suggest positive and drastic measures for ending the "incoherence in Washington."

Second, the main purpose of all reorganization is to give the President or the Secretary of State (in matters that do not need to go to the top)

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"An analysis of the way the American Government executive is organized to carry out the new diplomacy" hardly sounds like the sort of thing to attract droves of admiring readers. The reader who infers from that publisher's description that James L. McCamy's "Conduct of the New Diplomacy" is a specialized book is correct. But if he infers that it is a dull book—except for specialists, of course—he is wrong.

Organization is always important and it can be vital. "The machinery of government is always used by men," writes Prof. McCamy, "but . . . men can accomplish more when the machinery helps rather than hinders them. Certainly when more time has to be spent tinkering, keeping informed, or pushing administrative papers than in thinking about the foreign policy of the United States, the machinery is less help than hindrance." It is Prof. McCamy's thesis that the machinery through which we devise and operate our foreign policy is so bad that not only is it a "hindrance" but that it is capable of producing disaster.

Granted, then, that the subject is important. And granted, too, that Prof. McCamy, who has served a number of different Government agencies including the State Department and is now professor of political science

but has he done anything to make a treatise on Government organization palatable to the average reader? Indeed he has. First, he has avoided the special technical vocabulary and atrocious slang of his field and said what he has to say in good, clear English. Second, he is a witty man, and his book shows it.

Prof. McCamy would like to see substantial changes made in the way the executive branch conducts its business. He concentrates on the State Department itself and on the Executive Office of the President. The Pentagon is also involved, but it gets relatively brief treatment since much of the information Prof. McCamy needs for his study is not public.

He wants to consolidate many of the Executive's far-flung units, agencies, branches, bureaus and all the rest. He wants, too, to reduce the number of men who report directly to the Secretary of State and to the President. The principles are simple. First, foreign policy is foreign policy whether it deals with traditional diplomatic matters or sending hybrid seed abroad. Everything concerned with foreign policy then should be under the control of the State Department except for military matters. These, Prof. McCamy thinks, will have to continue to be managed jointly by State and Defense.

"time and freedom to be a leader more than a decider of debatable propositions brought to him from compromise."

Prof. McCamy feels that the Foreign Service is recruited and organized primarily to take care of routine diplomacy—"answering the mail," as it is called. There is no time for thought. He proposes specific measures and specific personnel policies which he feels would make genuine, long-term policy development possible. He is well aware that the Government's tendency to arrive at policy by compromise rather than by thought and by dealing with each situation as it arises is a reflection of our national character rather than a wholly fortuitous result of the way the Government is organized. But changes in machinery alone can make it possible for individuals to combat that tendency, however deeply rooted it may be, for the machinery itself does determine its own work (and workings) to a considerable extent.

Prof. McCamy will no doubt produce great cries of agony all over town. That should be both expected and welcomed.

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